



## **Navy Recruiting and Applicant Attraction: Preliminary Results**

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## Background

### ■ CF recruiting

- CF attrition issues
- Chief Military Personnel priority to “attract and retain Canada’s best”
- Development of new CF recruiting campaign



## Background

- **Navy recruiting and new initiatives**
  - Recruitment of Navy personnel still continues to be an area of concern
  - Increased focus on Navy recruitment
    - Great Lakes Deployment (11 city tour)
    - Activities to highlight Canadian Naval Centennial
    - TV commercials to highlight distressed occupations
  - Additional information needed to inform upcoming Navy recruiting strategies



## Study

The Navy approached the Directorate of Military Personnel Research and Analysis (DGMPRA) to conduct research that would:

- identify the factors that attract applicants to the Navy and the reasons why individuals may or may not apply to Navy occupations; and
- assess the efficacy of attraction strategies currently in place.
- Secondary aim: examine Navy recruits' satisfaction with the recruitment process.



## Method

- Both qualitative and quantitative methodologies were employed in the study.
- **Focus Groups:** conducted in Halifax (Nova Scotia) and Victoria (Vancouver Island, British Columbia) with Navy recruits who had recently completed or who were awaiting naval occupational training
- **Survey:** a short survey was administered at the conclusion of each focus group to gather complementary quantitative data



## Study

The following data were gathered:

- Demographics
- Awareness and influence of attraction strategies (e.g., Internet site, television commercials)
- Influential factors for joining the CF/Navy (e.g., pay, career opportunities, parents, friends)
- Perception of the recruiting process



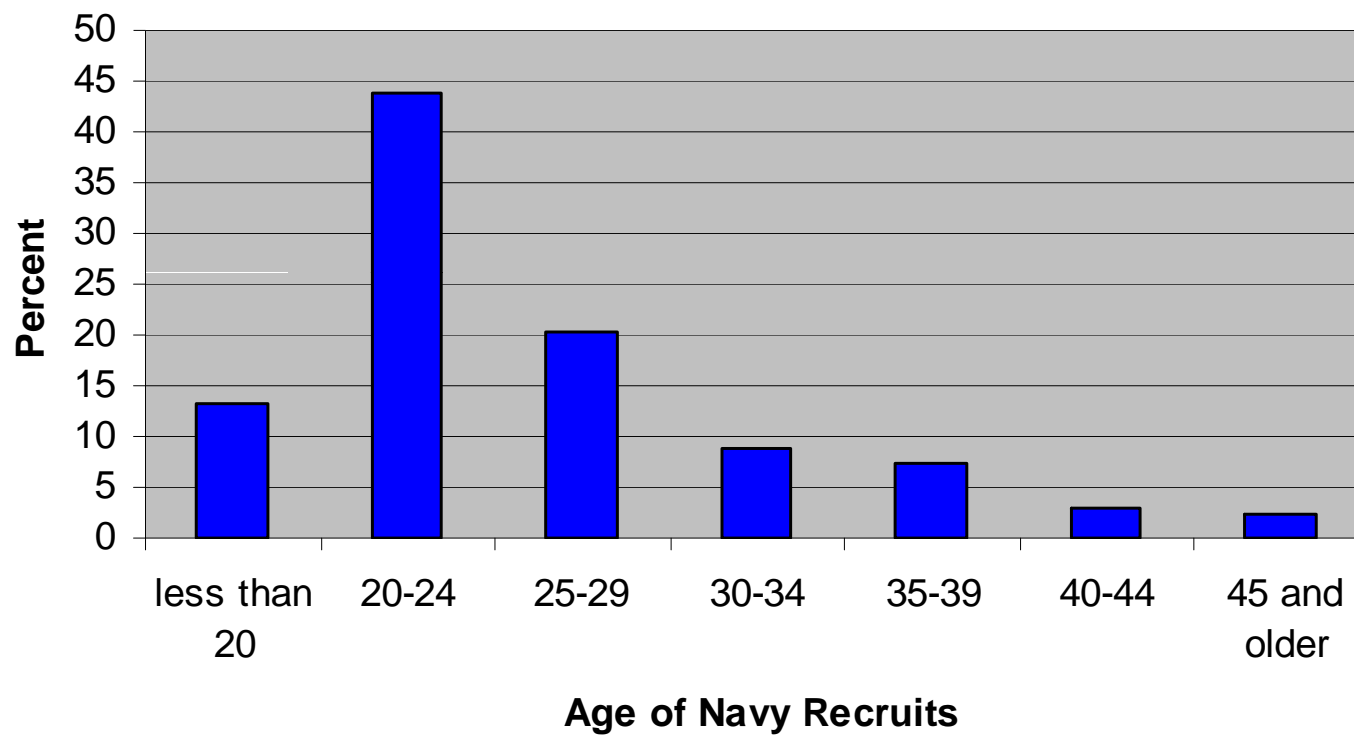
## Sample Demographics

	N = 203	Percent
<b>Component</b>		
Regular Force	192	94.6
Reserve Force	11	5.4
<b>First Official Language</b>		
English	169	83.3
French	33	16.3
<b>Gender</b>		
Male	183	90.1
Female	20	9.9





## Sample Demographics (cont.)



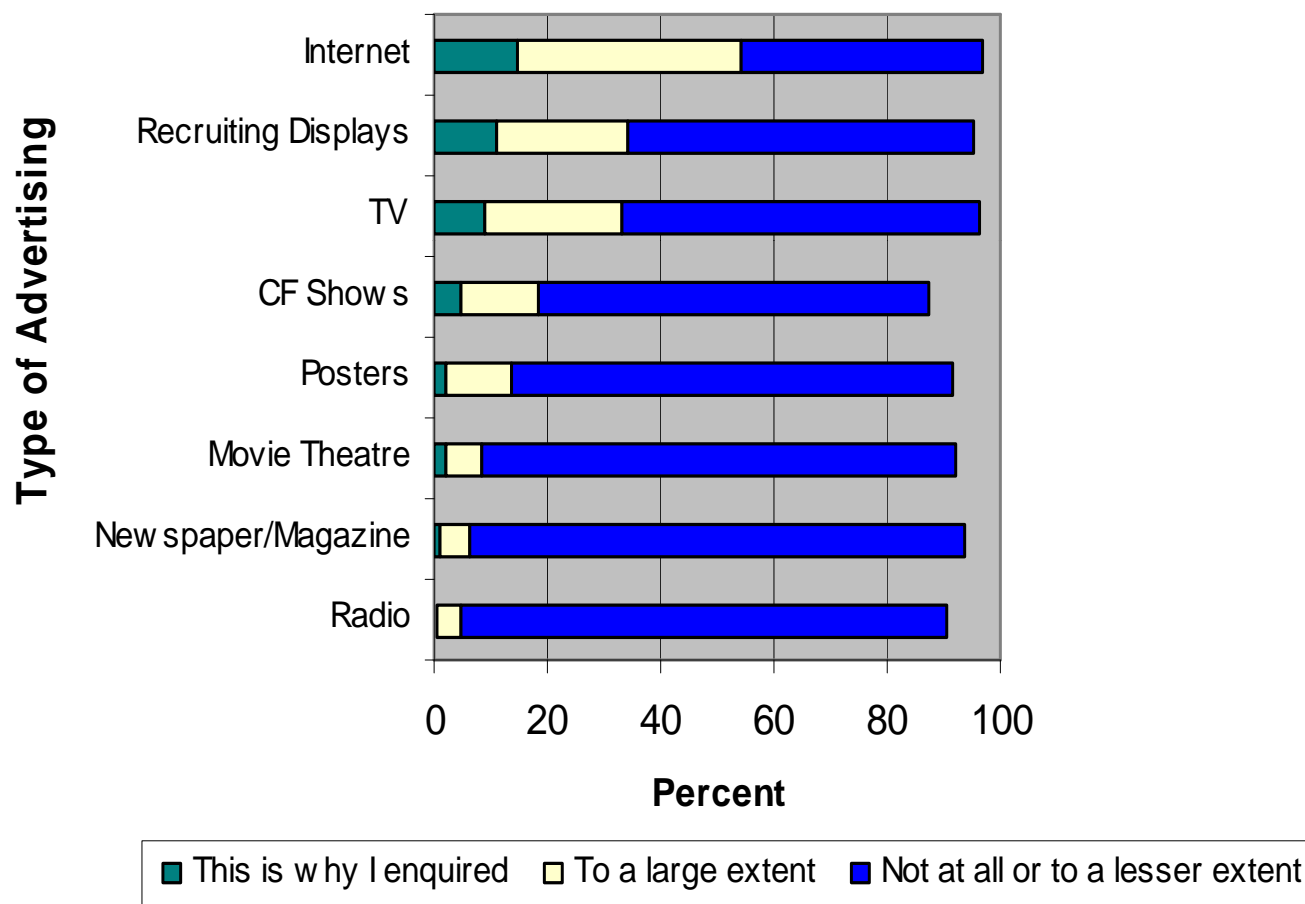


## Demographics (cont.)

Occupation	n	Percent
Maritime Surface and Sub-surface (Officer)	48	23.6
<b>Naval Electronics Technician</b>	<b>43</b>	<b>21.0</b>
Boatswain	24	11.8
Naval Communicator	20	9.9
<b>Naval Weapons Technician</b>	<b>19</b>	<b>9.4</b>
Hull Technician	11	5.4
<b>Naval Combat Systems Engineering (Officer)</b>	<b>7</b>	<b>3.4</b>
Naval Electronic Sensor Operator	6	3.0
Marine Electrician	5	2.5
<b>Marine Systems Engineering (Officer)</b>	<b>5</b>	<b>2.5</b>
Steward	5	2.5
Logistics (Officer)	2	1.0
<b>Marine Engineering Mechanic</b>	<b>2</b>	<b>1.0</b>
Resource Management Clerk	2	1.0
<b>Sonar Operator</b>	<b>1</b>	<b>0.5</b>
Other/unclear	3	1.5

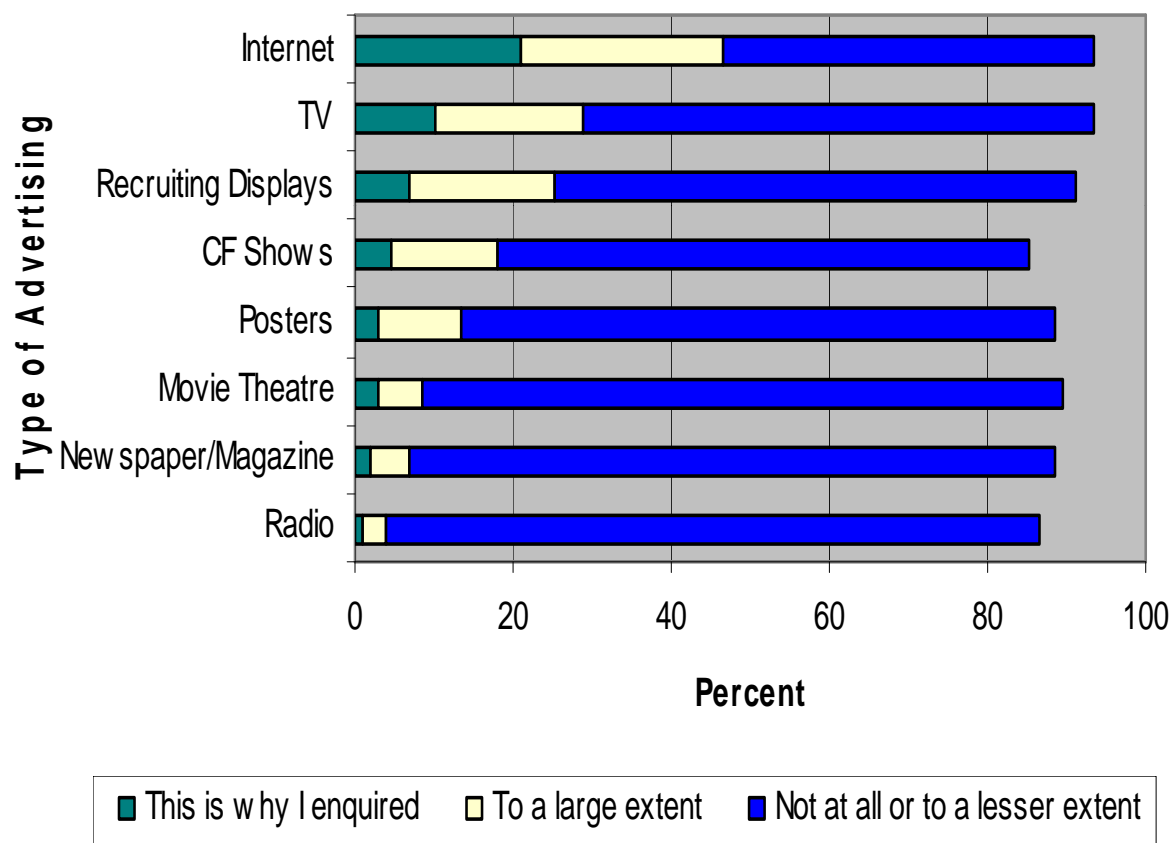


## Attraction Strategies: Please indicate the extent to which the following encouraged you to enquire about joining the CF





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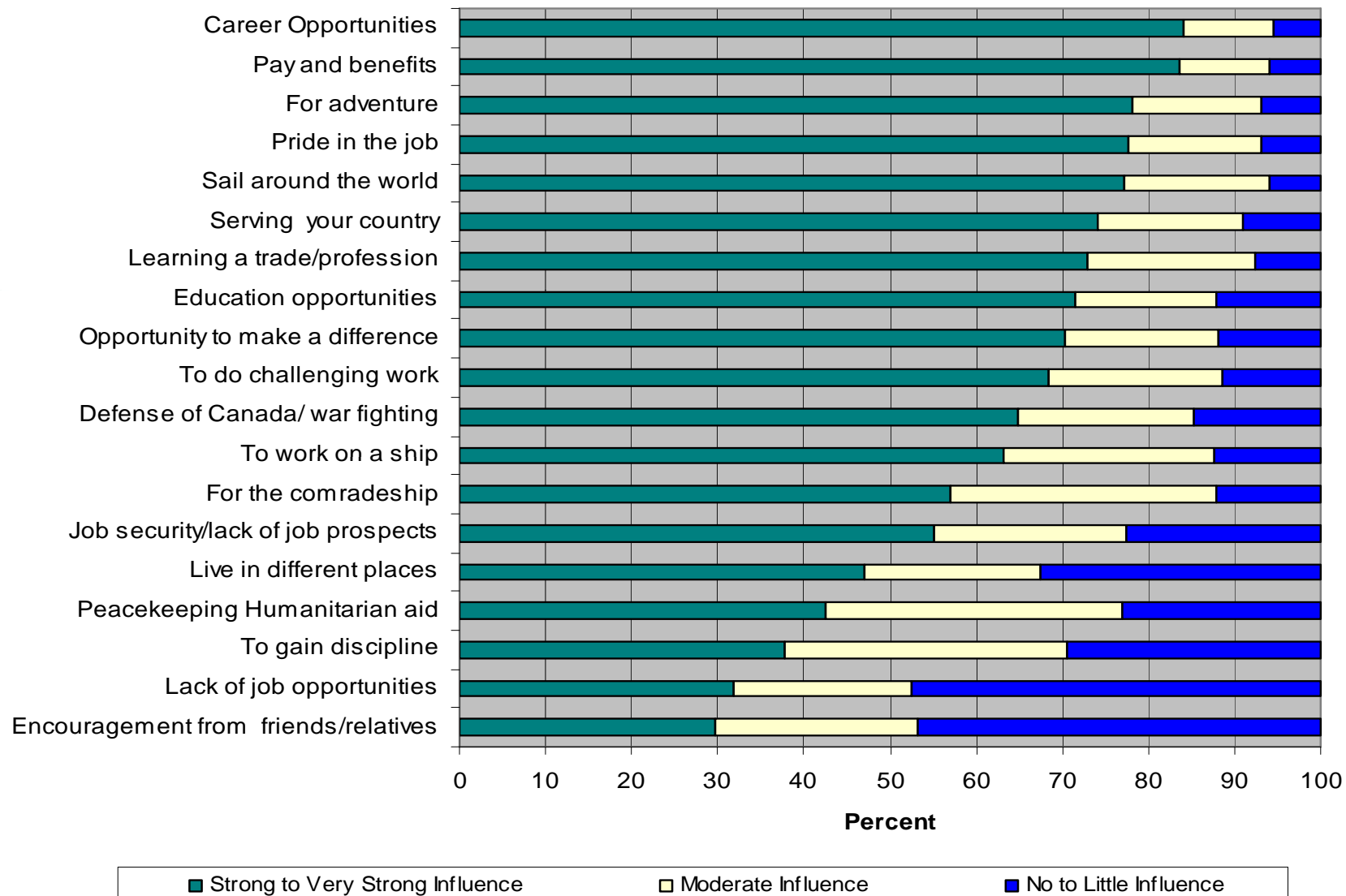


## Influential factors in decision to apply to the CF/Navy

- Goal of study to identify why participants decided to enquire about joining the CF and specifically, the Navy
- Asked participants to share their reasons for why they wanted to join the Navy
- Also interested in finding out from participants why they thought that people in the general population would want to join the Navy



# Influential factors in decision to apply to the CF/Navy: Quantitative Results





## Influential factors in decision to apply to the CF/Navy: Qualitative Results

- Similar to quantitative results
- Some reasons reflect attributes of the CF as a whole while other reasons relate more specifically to the Navy
- Examples: - *“to travel the world”*
  - *“I want to work on a boat”*
  - *“for money”*
  - *“for financial stability/stable job”*
  - *“to get a career”*
  - *“for adventure”*
  - *“for geographical stability”*
  - *“family history”*
- Respondents provided similar answers when asked why they thought individuals in general would want to join the Navy



# Influence of others on decision to enquire about the CF/Navy

## Family

- *“ My parents were the ones who influenced me the most”*
- *“My mom said I could only join if I did not choose the Army. She was ok with the Navy”*

## Friends

- *“My friend was already in and told me all about it”*

## Recruiters

- *“Recruiter was same school, environment, trade”*





# **Influence of others on decision to enquire about the CF/Navy**

## **CF/Navy familiarity**

- Close to three-quarters of recruits knew someone in the CF and, of those, a little more than half knew someone in the Navy
- Close to 25% of the participants grew up in a CF or Navy family



## Reasons for not joining the Navy

- **Do not want the military (Navy) lifestyle**
  - *“they don't want the military life”*
  - *“they don't want the time away from home”*
- **Unaware of the benefits** (e.g., subsidized education, salary).
- **Lack of media coverage**
  - *“even with the media, they cover what the Army does but don't cover what the Navy does unless it's a big thing. It's in the background because of Afghanistan when we do things that are just as important.”*
- **CF commercials**
  - *“the commercials are for the people who want to fight, the way they [the commercials] are, they do not attract the more techie kids”*



## Reasons for not joining the Navy (cont.)

- **The CF is synonymous with Army**
  - *“people think that if you join the Navy , you will be sent to Afghanistan to get killed”*
  - *“people see me in my uniform and ask if I’m in the Army.”*
  
- **Lack of knowledge/accurate information**
  - *“people lack information”*
  - *“people don't know the Navy and what we do”*
  - *“they don't know about the benefits”*
  - *“people see me in my uniform and ask me if I am a security guard”*



## **Best Practices for CF and Navy Recruiting**

- Employee Referral Program
- Internet presence
- Recruiter selection and training
- Streamlining the selection process



# Best Practices for CF and Navy Recruiting

- Employee Referral Program
  - Cost effective
  - High quality recruits
  - Increased retention
  
- Internet Use
  - Important attraction tool
  - Both official and unofficial websites are used when seeking information



## Best Practices for CF and Navy Recruiting (cont.)

- Recruiter selection and training
  - Face-to-face interaction
    - *"The TV ads and the website are great, but eventually, you still want to talk face-to-face with a recruiter."*
    - Not knowledgeable about the Navy occupations
- Streamlining the selection process
  - Lengthy process = loss of applicants



## Recommendations

- Improve the current recruiter selection process and training program, and build in an evaluation process
- Examine the feasibility of implementing an employee referral program
- Develop more targeted TV commercials that can appeal to:
  - technologically or technically inclined youth;
  - those in technical occupations;
  - older individuals who may already have technical/technological training; and
  - parents.
- Conduct research with the other environments as well as with the public to examine why they did/do not join the Navy



## Recommendations (cont.)

- Expand and improve the use of the Internet:
  - Use both official and unofficial forums
  - Increase the amount and type of advertising that is done on the Internet (e.g. YouTube, social networking sites)
  - Identify and monitor the information that is requested on the web
  - Conduct research to stay current with the communication/entertainment media used by youth and extend advertising to those mediums.
  
- Expand outreach efforts
  - Increase visits to all levels of schools and/or strategically visit schools in the best geographic locations





## Recommendations (cont.)

- Examine the possibility of extending realistic job previews (e.g., Naval Officers Assessment Board) to all Navy officer recruits
- Engage the media to report on the Navy's missions and activities
- Ensure that applicants receive more accurate Navy information through recruiters and online on topics such as:
  - what courses they will need to take, for how long;
  - what to expect during basic training and after;
  - military/Navy lifestyle and life on board a ship;
  - posting locations;
  - salary progression, and details of sea pay;
  - realistic amount of time away from home; and
  - services available for families, etc



## Questions?



## Thank you!

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